DOCUMENT RESUME

ED 124 178 IR 003 570

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TITLE Patterns for Cooperation; a Report of the Manchester Interlibrary Cooperative (MILC), an Intertype Library Cooperative in Manchester, New Hampshire.
INSTITUTION Manchester City Library, N.H.
PUB DATE Mar 73
NOTE 27p.

EDRS PRICE MF-$0.83 HC-$2.06 Plus Postage.
DESCRIPTORS College Libraries; Demography; Interlibrary Loans; *Library Cooperation; Library Planning; Library Programs; *Public Libraries; School Libraries; Special Libraries; State Libraries; Urban Areas
IDENTIFIERS Multitype Library Cooperation; New Hampshire (Manchester)

ABSTRACT

The Manchester Interlibrary Cooperative (MILC) is a city-wide organization of 18 school, public, and special libraries located in Manchester, New Hampshire. The New Hampshire State Library is a member and serves as a consultant to the project. Its base of operation is the Manchester City Library. The original intent of the cooperative was to show by a demonstration project how a group of libraries of various types could share their resources within an urban framework. The project began in September 1970 funded by grants from the Bean Foundation of New Hampshire. The intent of this report is to detail the objectives of the project, the socio-economic background in which the project took root, the method of approach, the short-range outcomes, and some possible guidelines for other cooperating groups interested in more effective programs of service. (Author/PF)

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PATTERNS FOR COOPERATION

A Report of the

Manchester Interlibrary Cooperative

(MILC)

An Intertype Library Cooperative in

Manchester, New Hampshire

By

Shirley Gray Adamovich
Founding Director, September 1970 - June 1972
Manchester City Library
Manchester, New Hampshire
March 1973

U S DEPARTMENT OF HEALTH,
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INTRODUCTION

The Manchester Interlibrary Cooperative (MILC) is a city-wide organization of eighteen intertype libraries located in Manchester, New Hampshire. The New Hampshire State Library is a member and serves as consultant to the project. Its base of operations is the Manchester City Library located in the Carpenter Memorial Building. The original intent of the cooperative was to show by a demonstration project how a group of libraries of various types could share their resources within an urban framework. The project begun in September 1970 and funded by grants from the Bean Foundation of New Hampshire is now well into its third year of operation.

The intent of this report is to detail the objectives of the project, the socio-economic background in which the project took root, the method of approach, the short-range outcomes, and some possible guidelines for other cooperating groups interested in more effective programs of service.

SOCIO-ECONOMIC BACKGROUND OF THE PROJECT

Manchester is sometimes called a "mill town" because of the great Amoskeag Manufacturing Company which dominated much of the growth of the city and which stamped it with the major characteristics which still distinguish it today. During the early 19th century textile mills were raised along the Merrimack River, and scouts were sent out from these mills to Canada to induce many poverty-stricken farm families to emigrate to Manchester where they wrote back and encouraged other French Canadians to follow. By the mid-1870's these people were firmly established in Manchester and indeed by 1890 figures show that 70% of the French Canadians in the United States were in New England towns working in the mills.[1] After 1900, the migration from Canada to New England diminished sharply, probably because of a return to more prosperous times in Canada. The Amoskeag mills ceased operations in 1935, but their effect upon the city remains in much of its cultural and ethnic heritage.

Today, Manchester is the largest city in New Hampshire. Its present population is 108,461 which is a large concentration in a state having a total population of only 737,681.[2] The city is located in the center of the southern half of the state in the county of Hillsborough, population 223,941[3] and is one of a series of towns and cities which have flourished in the Merrimack River Valley.

The 1960 census showed that Hillsborough county had a population of 178,161.[4] A comparison with the 1970 figure shows

[1] Binstock, Robert H., *A Report on Politics in Manchester, N.H.* (Cambridge, Mass., Joint Center for Urban Studies of the Massachusetts Institute of Technology and Harvard University, 1961), Part I, p.5.

[2] U.S. Bureau of the Census, *U.S. Census of the Population: 1970. Characteristics of the Population, New Hampshire.* (Washington: Government Printing Office, 1971), p. 15.

[3] U.S. Bureau of the Census, *U.S. Census of the Population. Advance Report. Final Population Counts.* (Washington: Government Printing Office, 1970), p.3.

[4] U.S. Bureau of the Census, *U.S. Census of the Population: 1960. Characteristics of the Population, New Hampshire.* (Washington: Government Printing Office, 1963), p. 15.

that the county has had an increase of about 50,000 people or a growth of about 25.7% in ten years. Much of this increase can be attributed to industrial development both in New Hampshire and in neighboring Massachusetts communities. The lack of state income tax and sales taxes has also been an inducement to live in New Hampshire, especially to retired persons. Other patterns of population distribution revealed by the 1970 census show that towns immediately surrounding Manchester have experienced increases of some magnitude. Urbanized Manchester has grown by about 7,000, but the little towns around it have had larger increases: Amherst went up 124%; Bedford, 61%; Goffstown, 116%; and Merrimack grew 187%.[5] It seemed to the members of the library cooperative that this growth pattern is significant to library service as it exists in the city of Manchester. Since the towns are growing rapidly and there will be many expenses connected with this growth in the development of schools and roads, it is conceivable that small-town library service may not be of the quality deemed essential to either schools or the public today. Therefore, many of these towns may be looking to Manchester for additional library service because of its proximity, because many of their highschool students attend highschools in Manchester, and because older students commute to Manchester to colleges located there. Factors such as these helped to define the thrust of the cooperative effort.

The ethnic mix in the city shows the largest concentration of people to be those of French-Canadian origin, still about 55% of the whole. Next are the Irish Americans, totaling about 19%, the Yankee distribution about 10%, and following these, small concentrations of Greeks, Poles, Jews, Belgians, and Germans.[6]

It is possible to form a picture of the ethos or the distinguishing characteristics of the city. Manchester is characterized by hard-working, middle-class people. The parochial schools are still part of the core of the French-Canadian culture. These schools are facing the same problems in New Hampshire which

[5]U.S. Bureau of the Census, *U.S. Census of the Population. Advance Report. Final Population Counts.* (Washington: Government Printing Office, 1970), p.31.

[6]Binstock, *op. cit.*, Part I, p.4.

they are facing all over the country; the desire is to maintain them on both the parish and diocesan level, but the cost today is becoming prohibitive. The result of these economic problems is a slow integration of the parochial system into the public school system with dual enrollments and a sharing of cost factors and faculty. There is a strong feeling among many French Canadians in the city that the Parochial School System is the main vehicle for the transmission of the French language and culture, and should the parochial schools disappear, the "Frenchness" of the city might well dissipate in another generation.

To summarize briefly the people groups that the Manchester libraries are serving, the following patterns are evident: there is a large middle income group with a median income of $9,773; these people are predominantly white, a large percentage of French Canadian origin, mostly Catholic. There are 32% working in the mills; 46% hold white collar jobs in the various business and academic establishments in the city.[7] There are about 4,000 college students attending a number of schools of a technical, business or liberal arts nature. There are professional people and thousands of school children. All of these various groups must be considered in the total library picture as well as those persons coming to Manchester for services not available in the smaller towns. In addition to these groups, New Hampshire has a Common Borrower's Card which enables any citizen whose home town library belongs to a state-wide affiliation of public libraries to borrow materials from any other library in the affiliation. Manchester City Library belongs to this state-wide affiliation and, therefore, is committed to serve citizens from all over the state.

[7]U.S. Bureau of the Census, *U.S. Census of the Population. Summary of Economic Characteristics.* (Washington: Government Printing Office, 1972), p.31.

INITIAL DEVELOPMENT OF THE PROJECT

A. Need

Librarians are facing many problems and challenges today and uppermost among these is the need for adequate financing. The cost of library service as well as the demand for a broader spectrum of services are both increasing. As a consequence, librarians are facing the necessity of defining their present responsibilities to their various client groups, of planning more effective programs of service for the immediate years ahead, and of exploring all possibilities of the most economical methods of achieving these goals.

The librarians of the city of Manchester have recognized the fact that the needs of the individual often exceed the resources of any one library. They have also been aware that among all the libraries in the city there is a much larger reservoir of materials than any one library can provide. These materials are scattered among the school, academic, special and public libraries, and while each of these libraries is obliged to serve its own particular public, there exists a further opportunity to cooperate with each other, sharing resources so as to benefit the whole community. It was with this last goal in mind that a group of Manchester librarians organized themselves as a cooperative and approached the Bean Foundation with a proposal for funding to initiate a demonstration project to illustrate concretely that intertype libraries could establish a network through which they could share ideas and services. The Bean Foundation looked with favor upon this goal and awarded the group $20,000 and the project got underway in September, 1970.

B. Project Assumptions

The Manchester Interlibrary Cooperative based its objectives and developing activities upon the validity of certain basic assumptions, and the initial operations of the group had to assume that these basic ideas were sound. These assumptions provided a launching pad for the initiation of the project, and established reference points for necessary evaluation of accom-

plishment over a subsequent period of time. Evaluation of objectives and goals by measuring the original desiderata against what is actually accomplished in two years is not as difficult as measuring the sometimes rather intangible assumptions held by a group of people against the end results. Consequently, the initial assumptions served as beginning points against which subsequent accomplishment could be evaluated, not with an emphasis upon the concrete objectives reached (which would be measured in their turn against the original objectives), but instead with the stress placed upon whether or not some highly esteemed bits of subjective library-oriented philosophy were valid when tested in this particular crucible of actual operation.

Based upon their individual experiences, their combined judgments of the library situation in Manchester, and their mutual perceptions of library needs in the area, the librarians of the Manchester Interlibrary Cooperative assumed that:

1. each member of the group had enough interest in the outreach-through-cooperation concept to contribute extra time and energy to the accomplishment of the basic objectives of the project
2. each member would, if the project proved worthy, work to initiate in-house funding for the Manchester Interlibrary Cooperative
3. each library had resources which could be shared
4. shared resources would benefit library users in the city of Manchester
5. the trustees, school boards and directors of these libraries would support the objectives of the project
6. there were no legal obstacles to forming such an intertype library cooperative
7. the success and continued operation of the cooperative would serve as a possible guide for other intertype library groups
8. the success and continued operation of the Manchester Interlibrary Cooperative would enable other libraries in Manchester and surrounding towns to plug into the cooperative, thus establishing in time a regional network of libraries sharing common objectives.

C. Background

This background of assumptions provided the rationale for the project and identified the basic goals as better library service, to be achieved by sharing resources and staff within the context of eighteen libraries with the New Hampshire State Library as a member and acting as consultant to the project. The plan of operation was to hire a Director who would help to define the basic objectives of the project, who would identify areas of cooperation and suggest methods of implementation, and who would set the pace and timing for accomplishment. The Director would be responsible for designing activities in line with the goals as expressed by the group, and would develop necessary public relations with the community, would alert the media to the identity of the new organization, would develop methods of funding, and would encourage the capability and commitment of each individual member.

Accordingly, Shirley Gray Adamovich was hired as Director in September, 1970. She based her approach to organizing the cooperative on certain basic premises: that a healthy and mature organization can be best achieved by working towards goals by means of behavioral objectives jointly agreed upon, by direct and continuous communication between the Director and all members, by collaborative methods of working, and by mutual decision making reached by a continuous process of evaluation.

Because of the limited nature of the funding base, the impact of the cooperative's activity should be evident as rapidly as possible after its inception, and, therefore, the Director conceived of the initial projects as catalysts which would precipitate the Manchester Interlibrary Cooperative into the arena of public consciousness, and hopefully into a position of usefulness which would merit further funding, perhaps by governmental agencies and private foundations but more optimistically by community tax support.

D. Basic Approach

After the Director joined the group, and all assumptions and basic goals were mutually established, she set out to identify

the resources which could possibly be shared and to plan methods by which this end could be achieved. The method of approach was as follows:

1. visits to each library to assess plant and collections and to determine staff strengths, as well as to identify special collections and library specialists
2. discussions with each librarian to determine what possibilities each might see in the cooperative, and what resources each might see as something to be shared.
3. a thorough perusal of library literature on the subject as well as pertinent readings from different types of cooperative organizations other than library
4. an investigation into possible sources of funding from state, federal and private foundations
5. a community survey of the city, its socio-economic structure, its history, organization, tax structure, political structure, school systems, ethnic groups, religious organizations, social organizations, etc., etc.
6. visits to all city officials such as the superintendents of schools, public and parochial, the City Manager, the Mayor, directors of various agencies such as HUD and Model Cities, and to directors of related organizations such as the NHCUC (New Hampshire Council of Universities and Colleges, known as the Consortium). The purpose of these visits was twofold: to assure good public relations by keeping everyone informed and to stimulate interest and support for the cooperative.

After surveying the libraries of MILC and taking into consideration the financial status of the cooperative as a whole, the varying budgets with which each library had to work, the different administrations—municipal, federal, state and private—it seemed that there were, in spite of the great disparity among the libraries, some projects which could be attempted which would benefit in a large, or in some cases a small way, every library in the group.

E. Plans for Action

A meeting of the cooperative was called as soon as the preliminary groundwork had been done, and the Director laid before the group for their approval tentative objectives and possible projects.

I. SHORT-RANGE OBJECTIVES

1. To establish an Ad Hoc Committee made up of one college librarian, one school librarian, one special librarian and one academic librarian, each of these persons to serve on the committee to work with the Director and to represent the complete range of libraries in the cooperative.

2. To share services where applicable so that the people of Manchester may have access to a wide variety of library materials.

3. To pool such resources as lend themselves to immediate mutual sharing.

4. To establish methods by which immediate funding can be obtained.

5. To accomplish the first projects accepted by the group no later than September, 1972.

II. LONG-RANGE OBJECTIVES

1. To identify one large, long-range project for development under the aegis of MILC.

2. To identify and establish methods of long-range permanent funding, preferably by community tax support.

3. To explore the possibility of a subscription rate based on per capita service to be charged to each member library for financial support of the Manchester Interlibrary Cooperative.

With these objectives in mind, the Director then presented to the group the following plans for cooperative activity. In line with the objectives to pool resources:

1. *A Union List of Periodicals* containing the collections of the member libraries; these included a strong medical emphasis at the VA Hospital and St. Anselm's College, periodicals dating back to the 1820's at the Manchester City Library, an extensive collection of business materials from N.H. College, vocational periodicals from the N.H. Vocational and Technical Institute, as well as smaller special groupings at the other libraries. It was recommended that these titles be unionized using magnetic tape and computer print-out making updating feasible.

2. *A clearing house for duplicate materials* was recommended. Space was found at the City Library for this project; shelving was to be installed, and a truck sent around twice a year to gather materials. All members would have access to the collection.

The objectives to share services and to seek means of funding were recognized:

1. *The New Hampshire Profiles* (the state magazine of New Hampshire) had been indexed on cards at the City Library since its inception, and would reach the twenty year mark on December 31, 1971. It was recommended that this index be put on magnetic tape and printed for distribution to all libraries in the cooperative and that this publication be advertised for sale nationally. (The Director had already ascertained that no other comparable index existed, that the publisher of the *Profiles* liked the idea, and would advertise the index nationally. The publishers also helped to establish costs of printing for MILC.)
2. *A special bibliography* of books about children's literature is owned by Notre Dame College and it was suggested that this bibliography be annotated and printed for distribution to the member libraries.

The short-range goal of immediate community identity was considered very important by the Director and she proposed that:

1. *A Directory of Members* be printed, this directory to contain the names of all member libraries, the librarian in charge, as well as the address, telephone numbers for librarian, reference, and ILL, special collections, hours open, duplicating machines, etc.
2. *The cooperative* be called the Manchester Interlibrary Cooperative, using the acronym MILC for quick recognition.

In line with the long-range objective concerning a large project suitable for development by the Manchester Interlibrary Cooperative, the Director presented a detailed analysis of the non-book collection owned by the libraries of MILC and then proposed:

1. *A pilot project* which would involve research into and development of a plan to establish a media center. It would also include the initiation of a nucleus collection of hardware and software which would be available to the libraries of the Interlibrary Cooperative and through them to the people of Manchester, to the faculty and students of schools and colleges involved, and to special groups, such as, patients in the hospitals and young people in the correctional institution.

The philosophy behind this proposal is the belief that progress can be achieved by sharing resources and centralizing high cost operations. The libraries of Manchester lack the non-book media collections to serve their respective client groups, and it is financially unfeasible as well as professionally unsound, to attempt to remedy this situation in each individual library. Therefore, a pilot project to demonstrate the effectiveness of a central media collection to serve the city was proposed.

THE FIRST TWO YEARS

By the end of the first year in September, 1971, arrangements had been made to have the index to the *New Hampshire Profiles* key-punched into a computer where all information would be organized and printed out in an alphabetical arrangement. Preliminary runs had been made and reviewed by the membership, and the *New Hampshire Profiles* editor had agreed to advertise the index as well as to advise on printing costs. The *Union List of Periodicals* was also in the final stages of computer print-out. Both of these projects were handled by the Intercontinental Business Services based in Chicago. MILC contracted with them to do the job because their cost estimates were far below those of New England based firms.

The Clearing House for duplicate materials had been set up at the City Library and was being used by the membership.

As the first year ended with projects underway and some an accomplished fact, the need for further financial support became imperative. In the original grant, the Bean Foundation had presented conditions for further funding, which were that money from the Foundation be matched by a similar sum from some other source. Accordingly, the Director and the membership together decided to seek at least partial support within the membership itself.

Administrators were approached; the school departments, the college directors, public library trustees, state officials. Letters were written by the Director in some cases, visits in other cases were made for discussion purposes and the results were pledges and payments totaling $15,200. A proposal was written to the Bean Foundation outlining the initial phases of a non-book media center for the city and the Bean Foundation awarded a grant to the cooperative making the total funds available $29,500.

This grant enabled the cooperative to begin planning its media center, and as the second year ended, the center was established at the Manchester City Library with a large collection of cassettes, players, and duplicating machinery. A Library Technical Assistant was added to the staff to take telephone orders, to check out materials, and to help organize the collection. Furniture was contributed by the school department, a card catalog

and physical quarters were provided by the City Library, and cases to hold cassettes were contributed by the Merrimack Valley Branch of the University of New Hampshire. Materials already held by members of the cooperative were sent to the center to help build the initial collections. These contributions indicated a spirit of cooperation and a willingness to share on the part of the membership, and a belief in the objectives of the cooperative that by sharing would come improved library service for all.

In addition to the inception of the Media Center, the proposal to the Bean Foundation for support also included an allocation of funds to establish a "Friends of the Manchester Interlibrary Cooperative" group. The Mayor agreed to serve as Honorary Chairman and the librarians of MILC anticipated a membership of hundreds of citizens. It is expected that this supplementary organization will be active in helping to create community support for the Manchester Interlibrary Cooperative.

A *Directory of Member Libraries* was printed and distributed, and has helped to give the cooperative an identity as well as making the public aware of the multiple library facilities in Manchester.

Further plans for the cooperative include the possibility of incorporating the group. The reasoning behind this proposal by the Director was that an organization made up of federal, state, municipal, and private libraries should be legally empowered to join together in a cooperative, to handle large sums of money, to have their books audited, and to hire personnel. The articles of incorporation and the by-laws for MILC were subsequently drawn up. Here the City Solicitor detected a snag: there were no state or city laws in existence which enabled the City Library and the libraries of the public school system to join with the libraries of state-supported institutions, the libraries of colleges, and with special libraries in a cooperative alliance either on an informal basis or more formally through incorporation. Consequently, legal counsel recommended that a bill be presented at the next session of the legislature to establish an enabling law which would allow intertype libraries throughout the state to join together in a cooperative structure.

As the first two years ended, a review of accomplishments indicated a steady progress in the patterns of cooperation.

Publications, collections, and services have all been tangible results of the joint efforts of the group. Less easy to measure is the spirit of cooperation among all members of MILC. The City Library and the School Department have joined with the Merrimack Valley Branch to provide space, furniture, equipment and use of facilities for the Media Center. The colleges have been generous with technical help and advice. The New Hampshire State Library has reproduced catalog cards. The library and audio-visual staffs of various members have cooperated in building the Media Center collection and facilities and they take a justifiably proud and proprietary interest in all aspects of the present and future progress of the cooperative. Development of a cooperative spirit is very important to the success of a venture such as the Manchester Interlibrary Cooperative, but the intangibility of such a spirit makes it very hard to document. Suffice it to say that progress in this area has been steady and is expected to continue as MILC demonstrates what can be accomplished through group effort.

EVALUATION OF THE FIRST TWO YEARS

A. Testing the Assumptions

As outlined earlier, the member librarians of the Manchester Interlibrary Cooperative based their objectives on certain basic assumptions which in turn were products of their individual experiences, their combined judgments of the library situation in Manchester and their perceptions of library needs in the area. After two years of operation the group was able to view the validity of these ideas in the light of actual experience. Initially the group assumed that each member had enough interest in the outreach-through-cooperation concept to contribute extra time, thought and energy to the accomplishment of the basic objectives of the project. Time has shown this assumption to be valid: all contributed information promptly; there was a high rate of attendance at all meetings; members served on sub-committees willingly; and each did his part to strengthen the support from each individual administration involved.

The second assumption was that each member would work for in-house funding of the project and each has done so with the result that the member libraries are contributing half of the running expenses of MILC from their own budgets, and many are now setting aside money in their annual budgets for the future support of MILC.

Assumptions three, four and five were concerned with the ideas that the resources which could be shared existed, that administrations would support the concept of sharing resources, and that such sharing would benefit the library users of the City of Manchester. These assumptions are at the very heart of the demonstration project and the experiences of two years' operation have proven them valid. The projects which involved the sharing of resources, such as the *Union List of Periodicals*, the *Index to New Hampshire Profiles*, and the Clearing House for duplicate materials are viable examples of the validity of this assumption. The enthusiastic contribution of professional expertise to the founding and operation of the Media Center emphasizes the impact of combining staff resources from the member libraries; the participation of all administrations in the

in-house funding of the cooperative demonstrates that they support the objectives of the project; and the steadily increasing use of the publications, and the non-book media and materials, indicates a wider utilization of those resources by teachers, college faculties, students and general public. Basic to the success of the cooperative as envisioned at its beginnings were these three ideas, and time has proven them to be sound.

The members of the group also assumed that they could join together as a cooperative and that there were no legal barriers to their action. However, when they moved to provide a legal foundation for the cooperative, they found that there was no law which allowed state and city institutions supported by tax funds to incorporate as a legal body with private institutions. This assumption, then, proved to be false, and results in a recommendation to any groups contemplating the possibility of intertype library cooperatives to investigate legal precedent.

The last two assumptions have yet to be proven true or false. The cooperative is just beginning to explore the possibility of broadening its membership, and this publication, it is hoped, will be of use as a guide for other intertype libraries considering the formation of a cooperative.

B. Testing the Objectives

The objectives of the group were divided into those suitable for immediate accomplishment, and those established as long-range possibilities.

Of the short-range objectives, the first was accomplished immediately. An Ad Hoc Committee to work with the Director was established and served for 18 months. It was then replaced by a Board of Directors, consisting of each librarian in the original group with a president, a treasurer, and a secretary. It was found that participation by all member librarians in decision making is more effective than working with a smaller group representing them. If the size of the cooperative does not prohibit such an arrangement, the best results are obtained when all members work towards objectives which have been agreed upon jointly, when there is a constant communication between the Director and all members of the group, and when decisions

are reached by a continuous process of evaluation and discussions of the means used to accomplish the desired ends. A recommendation concerning this objective would be that the entire membership of the original group be included in all planning meetings and that procedural tactics be the result of decisions arrived at by the entire group.

Three of the objectives concerned sharing resources and funding, and these were accomplished as defined, with the establishment of the Clearing House, the printing of the *Union List*, the *Index* and the *Directory*, and with funding from within the group to supplement the grant from the Bean Foundation.

To accomplish the first projects by September, 1972, was the final short-range objective, and this objective was not met. The computer printout for the *Union List* was five months behind schedule, and the *Index* was eight months behind the contract delivery date.

The long-range objectives concerned the development of one large, on-going project, and the group settled on the non-book media center to fulfill that objective. The identification of some method of permanent funding has been partially fulfilled by budgetary allocation of funds on the part of member libraries; however, tax support shall be sought. The subscription rate based on per capita service has been established and was the basis for part of the third year's funding.

SUMMARY

In summarizing the accomplishments, problems and unexpected hitches which inevitably arise when new organizations are formed, some basic facts become obvious:

1. The group must be committed to the goals and objectives of the organization.
2. The cooperative must take its character from the geographic area it serves and the limitations defined by its physical plant and economic framework.
3. Careful public relations must be observed; all public officials must be informed; newspaper publicity must be maintained.
4. Immediate work should be done to develop a solid financial basis for support.
5. Short and long-range objectives should be developed by the group as a whole; they should be mutually agreed upon in the beginning.
6. A small group, each member actively participating, is better than a large group.
7. Consideration should be given to the establishment of a citizen group to work with the cooperative towards the attainment of its objectives and to help stimulate community support of the organization.

CONCLUSION

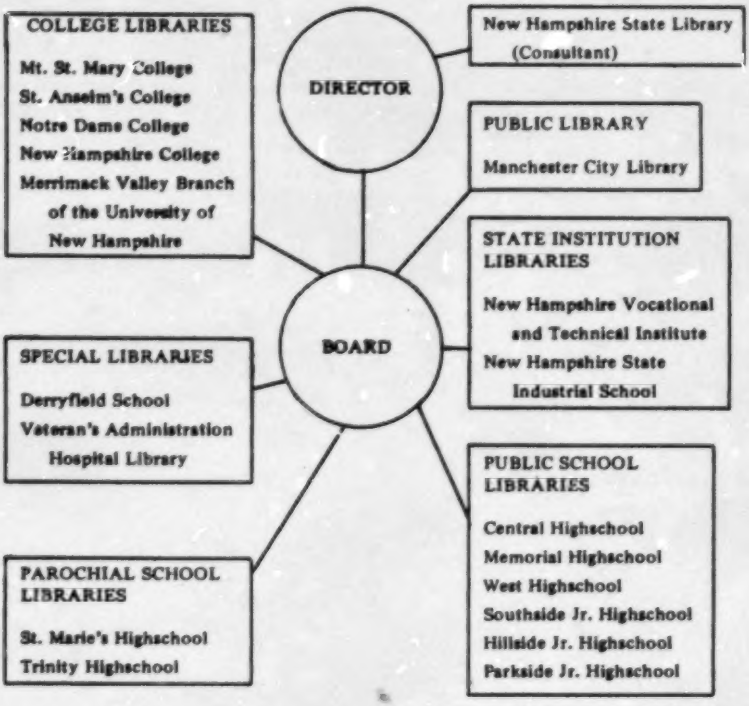
The Manchester Interlibrary Cooperative is now in its third year of operation, and its present director, Mrs. Helen Moss Ogden reports progress in the on-going funding and development of the Media Center, as well as new plans for the future, involving expanded cassette service to community organizations, and workshops and demonstrations for teachers and librarians in the use of audio-visual materials. Coordination of this training program is planned using resource people from the schools and libraries already trained in the field, and materials already existing in the schools and the Media Center. Plans are being made to add to the nucleus cassette collection through coordination with the collections of colleges outside Manchester. Mrs. Ogden also reaffirms the enthusiasm of the membership about what it has accomplished to date and the fact that financial support from within the organization doubled over that of the previous year.

As can be seen by the foregoing account of the founding and early development of the Manchester Interlibrary Cooperative, the guide posts to be observed concern not so much large sums of money and physical plant, but the spirit and dedication of each individual member. An organization becomes mature and productive according to the way its members nourish it with faith and conviction, with time and energy, and with an unselfish, wholehearted commitment to the philosophy and objectives as defined by themselves from deep within their own intellectual resources, and not from a superimposed framework borrowed from some other group, which, no matter how admirable, must necessarily be restructured for the soil of the home pastures.

The group of librarians involved in the Manchester Interlibrary Cooperative feel that the objectives consistent with the original motivating ideas of the project have been achieved, and these were to demonstrate that intertype libraries could cooperate meaningfully, that services, resources and staff could be shared and that a feeling of fellowship among librarians representing many different types of library service—school, public, college, and special—could be developed. An atmosphere of comradeship, the sense of a road travelled together, the enjoyment of friendship among peers, and a recognition of similar objectives

concerning good library service—these intangible but necessary commitments among all who participated in the project are perhaps among the most significant products and results of the first two years of the Manchester Interlibrary Cooperative.

1. ORGANIZATIONAL CHART



MEMBER LIBRARIES

Manchester City Library 405 Pine Street Manchester, N.H., 03104	John J. Hallahan Library Director
H.A.B. Shapiro Memorial Library New Hampshire College 2500 North River Road Manchester, N.H. 03104	Mrs. Bea Jordan Librarian
Merrimack Valley Branch Library University of New Hampshire St. Mary's Bank Building 200 McGregor Street Manchester, N.H. 03102	Mrs. Shirley Adamovich Librarian
Memorial Library Mount Saint Mary College Hooksett, N.H. 03106	Sister M. Daniel Wallace Librarian
Library N.H. Vocational-Technical College 1066 Front Street Manchester, N.H. 03102	Miss Marion Goodwin Librarian
Library Notre Dame College 2321 Elm Street Manchester, N.H. 03104	Sister Gertrude Gagnier Librarian
Geisel Library St. Anselm's College Manchester, N.H. 03102	Mrs. Norma Creaghe Librarian

Library Manchester High School Central Concord Street Manchester, N.H. 03104	Mrs. Martha Ruelke Librarian Miss Pamela Harvey Librarian Annex
Library Manchester High School West 9 Notre Dame Avenue Manchester, N.H. 03102	Mrs. Jeane Scotland Librarian
Library Manchester Memorial High School 5 South Porter Street Manchester, N.H. 03103	Miss Linda MacIver Librarian
Library St. Marie High School 279 Cartier Street Manchester, N.H. 03102	Sister Nathalie Librarian
Library Trinity High School 581 Bridge Street Manchester, N.H. 03104	Mrs. Louise Maturse Librarian
Library Hillside Junior High School 112 Reservoir Avenue Manchester, N.H. 03104	Miss Ruth Jones Librarian
Library Parkside Junior High School 115 Parkside Avenue Manchester, N.H. 03102	Mrs. Adele C. Halvorsen Librarian
Library Southside Junior High School South Jewett Street Manchester, N.H. 03103	Miss Dawn Clancy Librarian

Library Derryfield School 2108 North River Road Manchester, N.H. 03104	Mrs. Elizabeth Lown Librarian
Library N.H. State Industrial School 1056 North River Road Manchester, N.H. 03104	Miss Bonnie Stitson Librarian
Library U.S. Veteran's Administration Hospital 718 Smyth Road Manchester, N.H. 03104	Mrs. Myra Pritchett Librarian